



# Strategic Plan

## Strategy Sessions, Third Round

December 2006

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## Process to Date

- Interviews
  - Leadership and Students
  - External Stakeholders
- Analysis of Internal Data
  - Five Year's Course Data
- Analysis of External Data
  - Environmental Scan
  - Competitor Analyses
- Feedback from Strategy Sessions and Early Recommendations

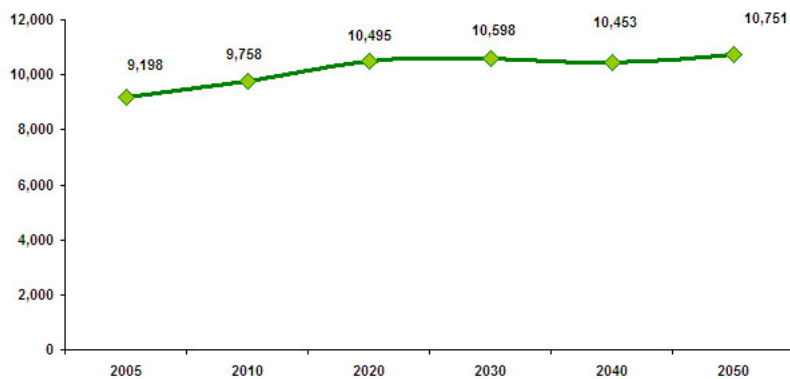


**Just to restate the basic principle: Many cognitive, coordination and cooperation problems are best solved by canvassing groups (the larger the better) of reasonably informed, unbiased, engaged people. The group's answer is almost invariably much better than any individual expert's answer, even better than the best answer of the experts in the group.**

James Surowiecki, "The Wisdom of Crowds"

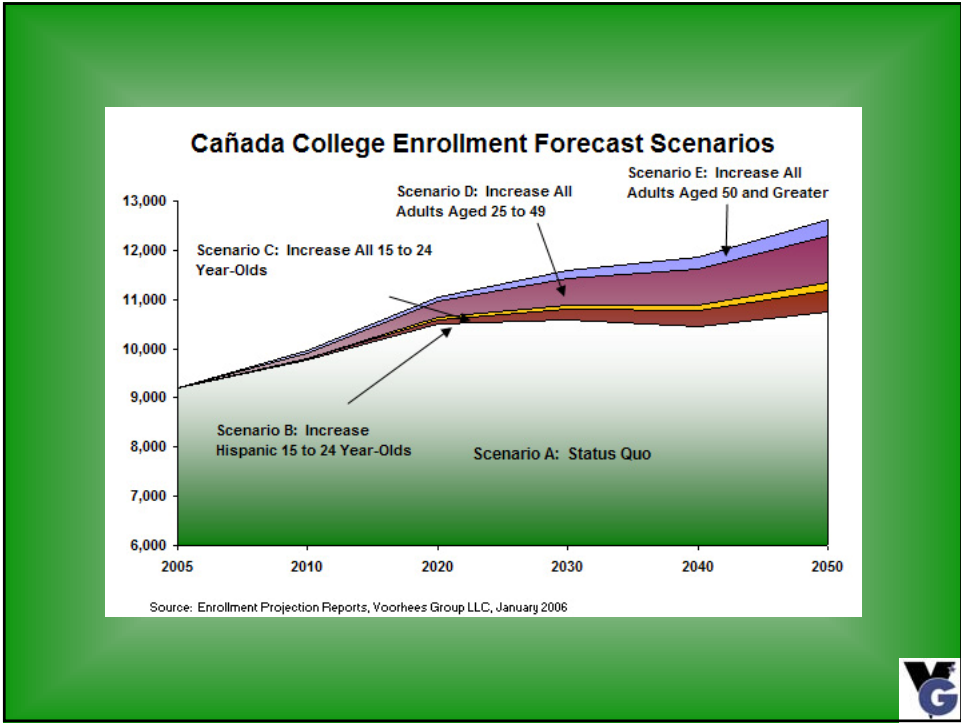


**Cañada College Status Quo Enrollment Projection**



Source: Enrollment Projection Reports, Voorhees Group LLC, December 2006





## Competitor Analyses Data

## Competitors of the Future

- People
  - Products
  - Potential
  - Predictable
- +
- Convenience
  - Condensed Instruction
  - Cost-Effective
  - Skill-Oriented
  - Customer Service



## Career Demand Data

from Handouts



## Existing Programs to Strengthen

- Accounting
- Business
- Office Technology
- Information Technology
- Foreign Languages
- Transfer Program



## Nonexistent Programs within a 30-mile Radius

- Air Cargo Agent
- Applied Management
- Atmospheric Science and Meteorology
- Bail Bonding
- Basic X-Ray Technician
- Business Administration: Non-profit Management
- Cancer/Tumor Registrar
- Cardiovascular Technology
- Central Service Technician (Health)
- Certified Flight Instructor
- Chemical Engineering
- Crime Scene Technology
- Dental Hygiene Sonography Specialist
- Dietetics
- Finance
- Fire Sprinkler System Technology, Apprentice
- Funeral Services
- Hemodialysis Technician
- Histologic Technology

- Human Resources
- LPN Supervisor Course
- Marine Technology
- Mathematics and Statistics
- Midwifery
- Mortgage Finance
- Nuclear Medical Technology
- Occupational Therapy
- Passenger Service Agent
- Patient Care Assistant
- Physician Assistant
- Practical Nursing
- Private Investigation Services
- Professional Aviation
- Professional Pilot Technology
- Public Safety Telecommunications
- Sign Language Interpretation
- Stockbroker
- Teller Operations
- Warehousing & forklift



## Preliminary Recommendations

- **Goal One:** *All curricular and student programming decisions are based on the primary goal of student success as documented by data.*
- **Goal Two:** *Develop new programs for which there is no current competition. Strengthen programs with an identified market niche.*



## Preliminary Recommendations (Cont.)

- **Goal Three:** *Respond directly to the current and projected racial, ethnic, income, and age patterns in the College's Service Area.*
- **Goal Four:** *Review current programs for underprepared students.*
- **Goal Five:** *Increase entrepreneurial actions across the College to provide new revenue sources.*



## Preliminary Recommendations (Cont.)

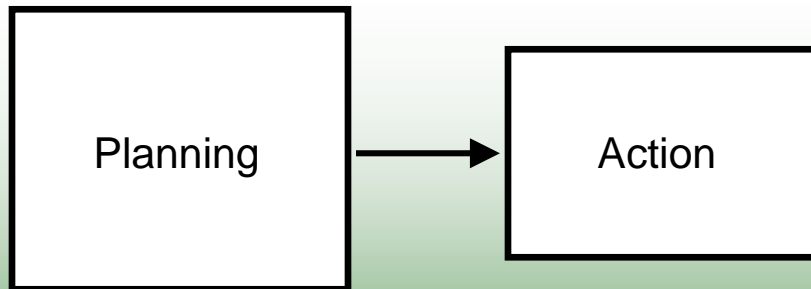
- **Goal Six: *Strengthen relationships with the local school districts.***
- **Goal Seven: *Reexamine the format and delivery options for all courses.***



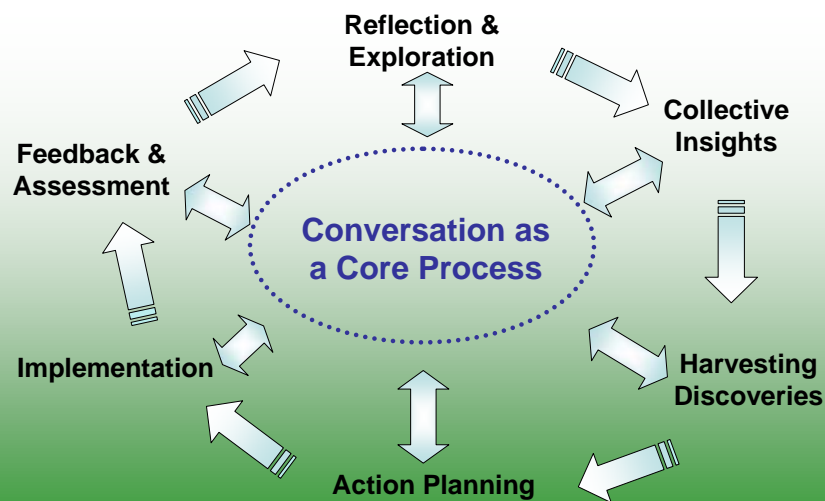
Putting It All Together



## Traditional View



## Emerging View





## Defining Terms

- A **Planning Goal** establishes an overarching direction for Cañada over the ten years of the Master Plan. It is supported by rationale.
- A **Strategy** commits to courses of action that support the planning goals.
- A **Success Factor** provides visible measures of goal attainment. A success factor includes these elements: specific activities, responsible parties, and target dates



## Relationship Among Planning Components



## Relationship Among Planning Components



## Master Planning and Annual Operational Planning



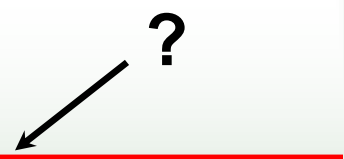
# Goals and Grids

Goals	I	II	III	IV	V	VI	VII	VIII
Strategy #1								
Strategy #2								
Strategy #3								



## To Come....Redlining Strategies for Budgeting

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# Responsibility for Results

Strategy	Description	Individual Assigned Responsibility	Completion Date	Cost (if applicable)

